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ABSTRACT

This handbook was written to provide information, tools, ideas, and procedures useful to experienced and novice trustees of Pennsylvania's public libraries. Topics discussed include: levels of public library service in Pennsylvania; responsibilities of trustees; governance and policy making; state standards; human relations and affirmative action; cooperative programs; funding and sources of revenue; and how to develop a budget. A vocabulary list of common terms for librarianship, subject index, and a map of Pennsylvania showing district library centers are included. (Author/JPF)

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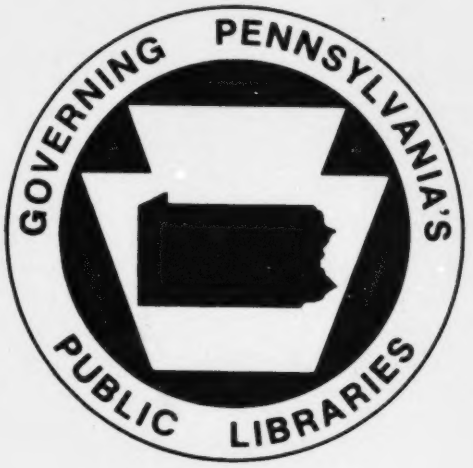
GOVERNING PENNSYLVANIA'S PUBLIC LIBRARIES



A Handbook for Public Library Trustees

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC) AND USERS OF THE ERIC SYSTEM."

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Published by the Trustee Division, Pennsylvania Library Association in cooperation with the State Library of Pennsylvania

September, 1977

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This handbook is issued in pamphlet form punched to fit a binder and permit the addition of supplementary, timely and local material. It is expected that additional material will be issued from time to time.

Copies of this handbook may be obtained from the Bureau of Library Development, State Library of Pennsylvania, Box 1601, Harrisburg, PA 17126.

INTRODUCTION

The Trustee Division of the Pennsylvania Library Association is committed to helping the trustees of local libraries to enjoy their responsibilities while becoming more comfortable and skilled in the job of working toward more visibility for their libraries, more services for their communities.

This handbook was developed by a committee of trustees and librarians working in harmony to provide information, tools, ideas and procedures useful to experienced and novice trustees. The handbook was "field-tested" through interviews with trustees and librarians in all sections of Pennsylvania.

It is the hope of the committee that trustees will find the handbook a ready source of help, answers and directions as the library trustees of Pennsylvania take on their interesting and essential jobs with enthusiasm.

Barbara W. Steigerwalt
Chairperson, Trustee Division
Pennsylvania Library Association

ACKNOWLEDGEMENTS:

The Trustee Division of the Pennsylvania Library Association is grateful to the Association and its president, Donald Potter, for support of this project; to State Librarian Ernest E. Doerschuk Jr. and the State Library of Pennsylvania for active participation, consultant skills and financial support through LSCA Title I funds, and to the states which supplied trustee manuals from which many ideas were gleaned.

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Marjorie Connor, Co-Chairperson	Wynnewood
Lois Albrecht	State Library
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Grace Wozniak	State Library
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Objectives of This Handbook:

- to heighten the awareness of library trustees to the importance of the library board in the success and services of the local library.
- to encourage trustees to become more expert in their responsibilities.
- to suggest useful practices and to share successful and desirable methods of representing the community through the library board.
- to provide an up-to-date and reasonably comprehensive source of legal and general information for practicing and potential trustees.
- to supply material as background for discussion and decision-making by local boards.

THE COMMUNITY AND THE LIBRARY

The most important role of a library trustee is to represent the community from which comes the authority to govern and to lead. The role is difficult because communities are composed of varied interests and concerns, groups and organizations, needs and attitudes. Successfully representing the total community is the greatest achievement to which a board can aspire.

Representation begins with the openness of the board - to new people, new ideas, wider participation by trustees in the community and by the community in decisions by the library board.

Library boards need to be visible in the community - through open meetings, publicity on decisions and activities, personal appearances and public relations by board members and opportunities for participation by the public.

Many boards establish advisory groups: local artists to help plan the art collection and events; business men and women to evaluate and suggest services for industry and commerce; teenagers when their needs are being considered. Such committees tap the thinking and creativity of the community, resulting in greater knowledge (and use) of the library and community pride in the library as an asset.

Successful library boards share their problems with the community. When money is tight, the community can help to decide how to use it and how to work for a better monetary base. When there is need for a building, the community sits in on the planning and will pitch in to secure financing. When new programs are being weighed, community groups will help to determine which ideas have the best chance to succeed and will be the first to know and use the new services.

Public participation is desirable at every turn so that the library board has access to many opinions and the best ideas available. The two-way flow of information makes the library essential to the community because it offers what the community wants and needs.

Incorporation of the library: If it was not established by a municipality, the library should be incorporated as a nonprofit corporation to insure continuity of the institution, to enable it to receive tax exempt status of the U.S. Internal Revenue Service, to encourage the donation of gifts, and to limit the liability of individual board members. Under Act 271 of November 15, 1972, for a fee of $75.00, a charter of incorporation must be filed with the Pennsylvania Department of State. Employment of a lawyer to draw up and file the papers is advisable.

BE A SURVEYOR

- Ask your friends what they think of the library and what they want in services.
- Encourage organizations to which you belong to hold a discussion or use a questionnaire at a meeting.
- Ask the editor(s) of the local press to meet with the board - and then to solicit public ideas through an editorial.
- Carry promotion pieces about the library's services with you and distribute them.
- Place suggestion boxes in public places for waiters-in-line to use to "talk to the library."
- Be on the lookout for a professional poll-taker or questionnaire-deviser who would volunteer to design surveys.

NEED TO KNOW YOUR COMMUNITY?

Collect:

- Census figures that tell you economic levels, family size, ethnic backgrounds, ages, education, occupations.
- Names of persons who work with the community in direct service (teachers, clergy, politicians, social service workers).
- Names of organizations - school, community, business and others giving service, watchdogging and wanting to help.
- Ideas you hear expressed, problems raised, issues developing - for relay to the library.

WHO'S RESPONSIBLE FOR PUBLIC LIBRARIES IN PENNSYLVANIA?

Many people are involved in creating, maintaining and improving library service in Pennsylvania.

The General Assembly provided the legal framework and alters and amends the laws as needed. It also appropriates the funds for the operation of the State Library, state money for district library centers and the regional resource centers and state aid money for local libraries.

The State Library, a part of the Department of Education, has these purposes stated in state regulations:

To provide information and foster continuing education by:

1) making available all library materials of the State Library for use by libraries, agencies of state and local government and to the public.

2) coordinating a statewide system of local libraries.

3) providing advice and counsel to local libraries, district library centers and regional resource centers, municipalities and groups on the development and improvement of library service; and

4) inspecting local libraries, district library centers and regional resource centers.

Actually, the State Library does much more. It provides a professional staff for consultant services; it holds workshops and other meetings to assist librarians and trustees; it makes and remakes a state plan for the progress of libraries; it encourages leadership and serves as a resource for all types of libraries and the librarians, lay persons and trustees working for good library services.

The State Library has three bureaus: the general library, the law library and library development. It serves as one of the four regional resource centers; is a beehive for interlibrary loan activity and has a number of legal responsibilities to make rules and standards.

Municipalities (county, borough, city, town, township or school district) establish and maintain libraries, funding them from local money. Municipal officials may levy a special tax for libraries of three mills on the dollar or make funds available from other municipal revenue. They may also issue bonds for building, either by referendum or on their own initiative. Municipalities appoint the trustees of the local libraries.

TRUSTEES, then, have the prime responsibility for the good health of their libraries, making most of the policy decisions and representing the community.

THOSE MUNICIPAL OFFICIALS are important to the library and should be kept informed about the library's progress, programs and problems. Library trustees will find that regular contact with the elected officials taps into the experience, knowledge and community relationships that elected officials use to make their decisions. Officials who are supportive of the library's services can translate that into extra opportunities for the library to grow in its ability to serve.

NOTE: Some libraries established prior to 1961 retain the board structure under which they were organized. Most are "association" libraries originally created by groups of interested citizens. Municipalities appropriating funds for these libraries name some members of the board (THE LIBRARY CODE: Sec. 411). Otherwise, the boards have various methods of naming trustees.

LEVELS OF PUBLIC LIBRARY SERVICE IN PENNSYLVANIA

The present program of providing public library service in Pennsylvania had its origin in a study directed by Lowell A. Martin in 1958. That study, LIBRARY SERVICE IN PENNSYLVANIA: PRESENT AND PROPOSED, commonly referred to as the "Martin Plan," made a number of recommendations which became part of THE LIBRARY CODE adopted in 1961. The Code provides for these levels of public library service:

1. The Local Library

   The local community public library has the responsibility for providing a basic collection of currently useful educational, informational and recreational materials, including books, pamphlets, magazines, newspapers, recordings, pictures, films, microfilms, video forms, etc. Quantity and quality of materials vary with the size of the community and the amount of money it invests in library service. The library also provides a variety of services to the people of the community such as reference, children's programs, programs for older Pennsylvanians and services to the unserved and the underserved. The local library provides the services most needed and requested by the members of the community. When other materials are needed, the local library borrows them through the district library center. When assistance and advice are needed to plan for and initiate services, the local library may call upon the district library center.

2. The District Library Center

   District library centers are located in the major marketing areas of the Commonwealth. The district center is first a local library serving the people of its community and second a source of assistance to the citizens and local libraries within

its district. Resources of a district library center go beyond those considered basic for every library. A reserve of materials including a basic collection of 16 mm films is always available to the local patron, but may be used by patrons of other libraries in the district. Materials are sent to the local library, or the patron may visit the district center and use materials there.

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Library trustees are also advocates and exponents - leaders in developing the ability of their libraries to serve the public responsively, responsibly and creatively.

Libraries as public institutions need the pipeline to the public that trustees provide. Trustees from the community safeguard and enhance the public's interest in having full value from the funds supplied to the institution.

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Library trustees thus represent the public's interest in achieving a good service.

WHAT, THEN, IS A GOOD PUBLIC LIBRARY?

A good public library is an easily useable and readily accessible collection of materials and services, organized and administered by persons competent to bring the community and these resources together in a productive and satisfying manner.

The good public library is adequately supported by the community so that the library can, in turn, meet the needs and interests of the entire public with information, recreation and enrichment. To do this, the good library uses its own resources to the limit, cooperates to share resources with other libraries and seeks ways to give the best possible service.

Does your library have goals and objectives like these?

The good public library encourages the broadest use of its resources by the community, institutions, individuals and groups and constantly evaluates its contributions to the quality of life in its community.

GOOD, GOOD, GOOD?

Yes, we've used good many times in this section. The repetition emphasizes that the goal of every trustee is to participate in bringing the library to a standard of excellence that causes the community to say, "We have a good library."

The good public library is aware that good library service finds its best measure in the eyes and minds of the users. To accomplish both planning and evaluation, the good library makes use of various techniques to involve the users in determining needs and interests. The good public library meets the applicable state standards of service and, knowing that these standards are minimum, strives to exceed the standards to provide the best possible program.

STATE STANDARDS: Minimum levels of achievement or performance set as criteria for approval of local library plans for receiving state funds. (See Page 36).

WHO SHOULD BE A LIBRARY TRUSTEE?

YOU - if you can meet certain requirements, come to the position with an open mind, learn on the job and give adequate time. Trusteeship is not only an honorary position; it is a working relationship with the community, the library staff and fellow trustees.

The basic characteristics to be sought in a person considered for appointment as a library board member are simple:

Commitment to the importance of library services
Willingness to devote the time and effort required

The person asked to be a candidate for a trustee position should be given a written statement of the duties and responsibilities of the office. An interested potential trustee will not accept if lack of time or other commitments prevent full participation.

The board as a whole should represent a broad spectrum of community interests, occupations and areas. Over the years this representation should rotate to include as many segments of the population as possible. To gain this diversity, relatively untried candidates must be considered. A well-balanced board can bring in less-experienced members who will provide new viewpoints and learn while serving.

Competencies needed to fulfill board functions ought to be present in the total board make-up.

BASIC READING

THE LIBRARY TRUSTEE, edited by Virginia Young and published by R. R. Bowker.

THE TOTAL BOARD COLLECTIVELY has:

- skills in board management and cooperative functioning
- sense of fiscal responsibility and an understanding of funding
- relationships with the funding agency or agencies
- rapport with the entire community
- political awareness, acumen and influence
- ability to relate to the public and to make public appearances
- availability for relevant meetings inside and outside the community
- knowledge of libraries and of the library profession
- knowledge of the legal powers and responsibilities of the board

Expert knowledge in a professional or technical discipline may be useful for specific undertakings. Some boards rely almost entirely on their members for advice in the fields of construction, finance and law. Others make extensive use of consultants, advisory committees or volunteers. Holding seats on the board for certain occupations is to be avoided, and the board should be aware of its obligation to avoid any appearance of conflict of interest.

The less tangible individual qualifications needed to produce a dynamic and harmonious working board, such as enthusiasm, creativity, objectivity, flexibility, courage and responsibility, are more difficult to identify. Care and acuity in the selection process will achieve the balance needed on a board.

To insure that a qualified person will have the crucial quality, a desire to join the board, the library board should function so efficiently and professionally that to be a member is known to be a satisfying experience. A board that functions well, enjoys its work and produces excellent library services performs a subtle recruitment job in the ongoing identification of good trustees.

TALENT SCOUTING

Many boards feel an obligation to produce a supply of potential trustees - by identifying talent and using it in the Friends, on special projects and events and on committees.

LEARNING THE JOB OF TRUSTEE

THE ORIENTATION

If new trustees are to be effective and comfortable in their positions, they need the send-off of a planned orientation session. The board should provide for this procedure, probably through a committee working with the librarian and the board's president.

An orientation should be just that - not a brainwashing nor a "here's the way we've always done it" session. Orientation means getting the hang of things by experiencing some of the functions the trustee will perform.

Try a two-part orientation: a personal experience which includes a session of the board and an introduction to the library by the librarian and staff, and a presentation to the new trustee of a kit or notebook of useful materials.

THE CONTENTS OF AN ORIENTATION NOTEBOOK

- a copy of this handbook
- names, addresses and telephone numbers of members of the board and staff
- staff list, including titles and responsibilities
- bylaws of the library
- written statement of duties and responsibilities of the board and librarian
- policies of the board, such as personnel, selection of books and materials and library use
- history of the library and its current goals and objectives
- the library's plan (see page 22)
- the library's latest annual report (and prior years)
- the current budget (and prior years for comparison)
- minutes of the last several board meetings; copies of other current documents such as written reports by the librarian or committees
- THE LIBRARY CODE of Pennsylvania and accompanying regulations as published by the Commonwealth and available from the district library center or the Bureau of Library Development, State Library of Pennsylvania, Box 1601, Harrisburg, PA 17126

A SAMPLE ORIENTATION

- Assemble a kit of materials and present it to the new trustee, perhaps in advance of the first meeting or orientation.
- Discuss the library's general objectives and directions.
- Tour the library (a good time to ask if signs are adequate) and meet the staff in natural habitat. (Name tags are great!)
- Hold the regular board meeting, at a slower pace than usual so the newcomers can ask questions or just absorb. (A good time to note if the agenda is adequate and the background material complete).
- Adjourn - but carry on with a personal orientation from the board's vantage point. Touch a few bench marks, air a few issues and honestly ask for the new trustee's opinion.
- Have some refreshments. Be sociable and make that first meeting relaxing.
- Offer the new trustee(s) further help requested, like a chance to revisit the children's department or go back over the agenda for better understanding or time to discuss contents of the kit.

MASTERING THE JOB OF TRUSTEE

After the amenities of a warm welcome and a "short course" in what goes on, new trustees will want to move rapidly to full competence. That means access to reading material - a special shelf or file for trustees to consult on the techniques of trusteeship.

Suggested References for Trustees:

- THE LIBRARY TRUSTEE: A PRACRICAL GUIDEBOOK. Virginia Young, editor. R. R. Bowker Company, New York, 1969
- PLA BULLETIN of the Pennsylvania Library Association
- AMERICAN LIBRARIES, official publication of the American Library Association
- PUBLIC LIBRARY TRUSTEE, official publication of the American Library Trustee Association
- PENNSYLVANIA PUBLIC LIBRARY DIRECTORY
- PENNSYLVANIA PUBLIC LIBRARY STATISTICS
- "Minimum Standards for Local Public Libraries"
- "Minimum Standards for Pennsylvania District Library Centers"
- "Minimum Standards for Pennsylvania Public Library Systems"
- Articles that librarians and trustees find interesting and want to share
- The library's public relations scrapbook
- Publications of the library press such as LIBRARY JOURNAL, WILSON LIBRARY BULLETIN and CURRENT AWARENESS LIBRARY LITERATURE

The listed publications, or information about them, may be obtained from your district library center.

CONTINUING ORIENTATION

To continue the comfortable introduction to the job, put these items on the next few agendas:

- What is policy?
- What is the role of the librarian?
- How we get and use money
- How we plan
- Our legal responsibilities
- Our trustees in their roles as conduits to the public

PAYING THE BILL

Most libraries want to pay for the continuing education of their trustees. It is legal and a wise investment to budget for:

- expenses of district regional meetings
- expenses of state conferences
- expenses of reading materials
- memberships in:
  - ALA and ALTA
  - Pennsylvania Library Association and the Trustee Division
  - Middle Atlantic Regional Library Federation
- short courses on trustee topics

KEEPING UP-TO-DATE

All trustees should act like sponges, soaking up information and ideas. Nothing is more comfortable than knowing the lingo, borrowing good ideas from libraries which succeeded with them, and having the confidence of background briefings. Local board agendas should include time to talk about evolving ideas and what's going on across the mountains.

Attendance at district library meetings, regional workshops, state conferences and chapter meetings of the Pennsylvania Library Association provides easy access to ideas and discussion of mutual problems and directions for library service. Trustees can share the load of attending meetings and should bring back reports and "handouts."

Memberships in the Pennsylvania Library Association, Trustee Division, and in the American Library Trustee Association (ALTA) of the American Library Association (ALA) help support services and publications designed with trustees in mind.

American Library Association
50 East Huron Street, Chicago, IL 60611
312-944-6780

Pennsylvania Library Association
100 Woodland Road
Pittsburgh, PA 15232
412-362-6400

The Board Educates Itself

A good board provides a process for learning, an on-going program of trustee education, with these elements:

- Time on the board's agenda for the review of programs and services offered by the library so that each board member is aware of what is going on.
- Time on the agenda for brainstorming and for exploring the backgrounds and talents of the board members (and the staff) to identify strengths that can be drawn on in making decisions.
- Access to and discussion of current state and national professional literature as well as information and reports provided by the district library center and the State Library.
- Visits to other libraries in and out of the state and attendance at board meetings of other libraries. Visits and reverse-visits are especially helpful when evaluating potential new services and in planning.
- Attendance at district, state and national workshops and seminars designed for trustees as well as other professional meetings. At the least, these provide opportunities to talk to other trustees, to keep up with library directions in Pennsylvania and to look at mutual and developing problems. (And if the subject matter isn't right or useful, trustees should plan their own workshops!)

PENNSYLVANIA LIBRARY ASSOCIATION AND THE TRUSTEE DIVISION

The Pennsylvania Library Association was organized in 1901 out of a concern for the needs of the libraries in the Commonwealth. It now has nine chapters organized along regional lines and is an active chapter of the American Library Association.

PLA is governed by a board of directors, the majority of whom are elected by the membership, and an executive committee composed of the officers and three members elected from the board. PLA publishes a BULLETIN and holds an annual conference featuring outstanding speakers, more than 100 exhibits and relevant programs. A leadership workshop is held annually to assist new board members in expanding their leadership abilities and to bridge the transition between old and new officers.

The objectives of the Trustee Division of PLA are to work for good library service for all in Pennsylvania; to provide an avenue for communication and cooperation among librarians, trustees and other lay persons interested in the development of library services; to promote effective and far-sighted trusteeship and boards of public and other libraries; to foster awareness of trustee obligation to inform others of library development needs, legislation and problems in order to develop a common stand on library issues.

VOLUNTEERS IN LIBRARIES

The temptation to lean on volunteers is almost overwhelming for the small library just a few steps from its volunteer beginnings, and for the larger library seeking ways to cut costs.

For all libraries, certain rules apply in the use of volunteers for the normal positions in a basic library program:

- the use of volunteers should be considered temporary pending ability to employ staff
- volunteers should not supplant or replace established staff positions

Volunteers can be extraordinarily useful in libraries: shelving returned materials, assisting with circulation service, working with outreach programs, presenting film programs, story telling, teaching literacy classes, collecting historical material, planning and creating exhibits, delivering materials to the homebound, preparing picture files, writing press releases, updating the vertical clipping file, planning the oral history project, taking pictures, taking surveys, acting as hosts and hostesses at programs, working with senior citizen groups, taking books to convalescent homes and hospitals...

Successful volunteer programs are:

- planned and approved by the staff and board
- run under best employment practices: training, evaluation and development are important to volunteers

- clear about the work descriptions, the status of the volunteers and the expectations, including regular hours and consistent service and supervision
- clear about technicalities, such as insurance, use of library vehicles, paid expenses for library-related activities
- mindful of the need for recognition and appreciation of volunteer work
- realistic in expectations of hours donated, types of work to be done and training required
- open to the community, but on the basis of specific job descriptions and capacities of volunteers to fill the jobs

FRIENDS OF THE LIBRARY

"Friends" are civic-minded men and women who know that a good library is central to a good community. Friends organize into a group, either formally or informally, which exists to assist the library to promote, improve and expand service.

A Friends of the Library group should organize apart from the library and have its own bylaws, officers and organization. Friends groups work with the trustees and the librarian in planning activities, but are not involved, except as interested citizens, in the governing of the library.

A trustee may serve as liasion to the group but not usually as an officer.

Activities of the Friends may include these:

- Creating public support for expanding the library's program, including support for funds
- Encouraging gifts, endowments and memorials. Raising funds for specific purposes
- Providing assistance in purchasing special items for the library, such as a special collection of books or photographs or local art
- Working for library legislation and appropriations
- Informing the community of library programs and needs
- Campaigning for new facilities
- Sponsoring special programs
- Aiding the library's public relations program
- Volunteering to work in the library in specific tasks designed by the librarian and board

FOR MORE INFORMATION

Packages of material on organizing Friends groups are available on interlibrary loan from the State Library or the American Library Association.

Naturally, a good Friends group serves as a training ground for future trustees. Friends can provide the wide community base which is essential to the library's success.

Some libraries have groups of "Friends" who come forward to help on special projects and fund drives but do not form a structured club.

THE RESPONSIBILITIES OF TRUSTEES

Responsibilities of trustees usually divide into three categories: legal, policy-making and evaluation. Using the powers granted under the law, trustee boards make operating and administrative umbrella policies, one of which is to select a head librarian and give that person charge of the day-to-day functioning of the library. Having decided HOW the library is to be run and for what persons and purposes, trustees must then evaluate results so that they can change policies and move the library in desired directions.

But each category explodes into interesting specifics.

LEGAL obligations cover the raising and handling of money and the preparation of budgets as well as the obligation to serve as representatives of the best interests of the people.

POLICY-MAKING demands knowledge of planning, personnel, community interests, programs of the library, best practices in the field, even such nitty gritty as when to build and how to time growth.

EVALUATION cannot be dodged, for review and response are central to decision-making. It's tricky to ask "How are we doing?" but it must be done constantly if libraries are to be current, challenging and competent.

These are total board responsibilities, but trustees have individual roles as well - in public relations beyond the base provided by the library, in legislation advocacy, in association participation that keeps trustee ideas in the mix which the library profession will ultimately support, in political activity which makes libraries part of the public service spectrum and in leadership speaking for the needs of libraries.

LEGAL RESPONSIBILITIES OF PENNSYLVANIA LIBRARY TRUSTEES

Pennsylvania trustees have legal rights and responsibilities under the provisions of THE LIBRARY CODE.

The major responsibility is to maintain a free, public, nonsectarian library which serves the informational, educational and recreational needs of all the residents of the area for which its governing body is responsible by providing free access (including free lending and reference services) to an organized and currently useful collection of printed items and other materials and to the services of a staff trained to recognize and provide for those needs. (THE LIBRARY CODE: Article I, Section 102)

Within that framework, the library board has powers of its own and powers exercised on behalf of the library by the officials of the unit of government which supports the library financially.

The library board has the power:

- to control all funds and disburse all money
- to adopt rules and regulations for the library's operations
- to prosecute those who steal or damage library materials
- to contract for cooperative services
- to accumulate excess funds and turn them over to municipal officials for use in building
- to determine non-resident use and fees

The appropriate municipal officials have the power:

- to appropriate funds for the library
- to appoint the members of the library board and fill vacancies
- to hold property on behalf of the library
- to exercise eminent domain on behalf of the library
- to purchase or lease lands or buildings for library purposes

The library board is required by law:

- to elect at least a president, secretary and treasurer from among board members
- to submit an annual report to the funding agency. The report must itemize receipts and expenditures; show the condition of the library; give numbers of volumes, maps, etc. held, lost or withdrawn and added; the number of registered borrowers and readers and a statement of the circulation of material and such other information and suggestions as seem desirable.

  (THE LIBRARY CODE: 3. Sec. 414)
- to submit a copy of the annual report to the State Library
- to make the accounts of the treasurer available for audit
- to provide for bonding of the treasurer
- to follow the provisions of the Sunshine Law (See page 44)

By law, library trustees receive no salary, serve three-year terms and may receive reimbursement for necessary expenses.

The municipality must:

- submit to referendum the question of issuing bonds for purchasing grounds and/or erecting a building when 5% of the registered voters so petition

In practice, library boards have many "legal" responsibilities. The rules and regulations they make may carry the force of law. They may enter into insurance arrangements, including policies for their own protection in liability cases. They must also be alert to conflicts of interest. In personnel matters, they may act as the final appeal from a decision of the librarian.

Rules and regulations of the State Library require certain levels of financial effort in order to qualify for state aid. (See page 29).

THE POLICY-MAKING RESPONSIBILITIES OF PENNSYLVANIA LIBRARY TRUSTEES

MINIMUM STANDARDS FOR LOCAL LIBRARIES in Pennsylvania are outlined in Title 22 of the PENNSYLVANIA CODE. Section 141.21 requires that the function of the library board and that of the librarian and staff be clearly differentiated in a written statement. Copies should be in the files of the local library and the district center and State Library. Boards should review this document from time to time.

Boards should not attempt to run their libraries; they should see that the libraries are properly run. Boards should not attempt to manage their libraries; they must see that the libraries are properly managed. Management is for professionals, trained or degreed persons working under policies adopted by the board to insure good administration.

The following chart is useful in showing the roles of board (in the left hand column) and librarian (in the right hand column), and where they converge (across both columns).

THE BOARD	THE HEAD LIBRARIAN
Governance and Policy Making	
Determine the goals and objectives of the library and methods of evaluating progress toward meeting them. Review goals and objectives annually and evaluate progress.	Provide assistance and direction to the board in setting goals and objectives and determining methods of evaluation.
Relate the library and its programs to the community and its needs, discovered through systematic study of the community and analysis of library service.	Assist the board to know the needs of the community and how to respond to these needs through the library.
	Participate fully in the community analysis process and in the continuing library survey.

THE BOARD

Determine and adopt written policies to govern the operation, use and program of the library. Adopt bylaws for board procedures.

THE HEAD LIBRARIAN

Prepare regular reports on current progress and future needs.

Recommend needed policies to the board and supply examples and sources of information. Carry out the policies as adopted by the board.

Interpret policies to staff and public.

Provide the board with recommendations and materials for study.

Administer the library within the framework of the library's goals and objectives, policies and budget.

Know local, state and national laws which affect libraries and play an active role in initiating and supporting beneficial library legislation.

Participate fully in the Pennsylvania library system and make use of the consultants of the district library center and the State Library.

Attend district library center meetings, regional, state and national library meetings and workshops when possible and join appropriate organizations working for improved libraries. Study library publications.

Seek a cooperative basis with officials of the municipality or other governing unit, keeping in mind the special legal responsibilities of a library board.

Attend all board meetings and committee meetings to which assigned. Carry out all special assignments promptly.

Prepare all needed library reports for the local unit of government, the system and the State Library. Provide copies to the board and community.

Attend all board and committee meetings except those meetings or parts of meetings in which the librarian's salary and tenure are discussed.

THE BOARD	THE HEAD LIBRARIAN
Finance	
Keep abreast of the financial status of the library and secure adequate funds.	Supply facts and figures to the board to aid in interpreting the library's financial status and need.
Work with the librarian to formulate and adopt a budget to carry out the library's goals and objectives, within any limitations of the local, state and federal laws.	Prepare an annual budget in consultation with staff and board.
	Keep within the budget.
Present the budget to public officials and the general public; explain and defend it.	Work with the board in interpreting budget and financial needs of the library to public officials and the public.

Investigate means of cooperation with other libraries to make effective use of funds and develop services.

Keep complete and accurate records concerning finances, personnel, property inventory and annual reports on file at the library.

Personnel	
Develop policies to guide staff selection.	Hire and direct subordinate staff members in line with library personnel policies.
Employ a competent and qualified librarian and pay an adequate salary.	Utilize skills and initiative of staff members to their own and the library's advantage.
Provide adequate compensation and reasonable fringe benefits for all employes. Provide agreeable working conditions and opportunities for professional growth.	Work for needed improvements in working conditions, salary scale and fringe benefits.

Observe all local, state and federal laws that relate to current employment practices.

Provide in-service training for the professional development of staff members and effective implementation of library policies. Provide opportunities for additional education and advancement.

This spirit of cooperation will help the library to organize efficiently and will reflect in its service to the public.

PERSONNEL POLICY

A written personnel policy becomes necessary when the first library employe begins to work. The process of putting policies in writing helps to clarify the library's objectives, defines the roles of the board, administration and staff and develops methods of dealing with future problems. A written statement also simplifies future hiring, gives continuity and provides some measurement of performance.

A personnel policy should vary from library to library, but at the least should contain statements on the rights, privileges and obligations of employes. Rights are granted by law, privileges by the board and obligations assumed by joint agreement at the time of employment.

A preliminary statement of employment may be enough initially, but soon the board, librarian and staff should develop a complete staff manual and keep it up-to-date.

Important elements of a personnel policy include, but are not limited to:

- a statement of the library's objectives
- a definition of the role of the board and of the administration
- a job description for the administrative head, and for other positions as developed
- staff appointment procedure: standards or requirements, promotions, dismissal, grievance procedure
- benefits: retirement, medical, insurance, education, vacation, sick leave and others
- obligations of the staff: regulations pertaining to staff and any service policies staff members are expected to observe
- privileges: "extras" granted by the board
- staff development policy: provision for workshops, credit courses, released time, library-contributed tuition, etc.
- work schedule: hours of work, holidays, leave with or without pay
- background material for staff: explanation of financial support and budget, map of the library service area, library history
- staff association provisions, if any

The personnel policy is a guide for board and administration and a source of security to employes. New employes should have access to a copy and should be given time to read it and ask questions. Staff should also review other policy statements, like the board's plan and its policies on the use of the library by groups, acceptance of gifts, etc.

SAMPLE POLICIES

Sample policy manuals on personnel and other subjects are available from the district library center.

PLANNING

What is Planning?

All library boards PLAN as they make decisions on money, building, allocations for programs and the development of staff. The challenge is to make these decisions on the basis of a guide, a written PLAN which sets forth the library's role, aspirations, judgment and future.

The purpose of planning is to anticipate both opportunities and problems. A PLAN is a tool on which to base decisions. A written plan is a temporary document, one step in the continuing process of evaluation, addition and subtraction.

The basis of planning is the adoption of goals and objectives for library service. While the board and the librarian take the initiative in writing and revising goals and objectives, staff and community should have opportunities to make suggestions and discuss ideas before the goals are adopted by the board.

Boards can name advisory committees, sponsor public meetings, encourage staff discussion and use public relations tools in the planning process to be sure that the total community is involved in thinking ahead. Participation of this kind leads to better use of the library, understanding of its directions and problems and support for its goals and financial needs.

Positive forward movement, in services, materials, programs and resources, is essential if a library is to justify and enhance its role as a tax-supported institution with an obligation to perform effectively.

What's in a Plan?

Since planning is a continuous process based on evaluation and reassessments, a plan is a flexible document. It should be specific to the local library and need not cover every possible point. However, most formal plans will have:

- a statement of the library's goals with the intermediate objectives which convert to action
- a time table for achieving goals, both short and long range
- details of the services, programs and developments desired
- data supporting the needs included in the plan: surveys, census data and studies
- a plan-within-a-plan for implementation:
    - general assignments for the sections of the plan (Example: the plan suggests closer liaison to community groups. The assignment would be to the board and the staff to develop ways to do this).
    - examination of the budget for ways to begin implementation (Example: consider shifting some budget amounts from one purpose to another AND think of ways to support a new project from the plan)
    - work with public officials to achieve financial needs
    - development of a public relations and publicity plan to accompany changes as they are made
    - provision for evaluation and change at regular intervals
    - reasonable priorities which recognize the capacity of the library and the community

Tools For Planning

Planning is an individualized approach to the local library; however, planning also involves exposure to new ideas, a look at what is going on in other libraries and an assessment of community needs.

The following are tools in the planning process:

- data - census figures, community makeup, results of surveys or studies made by the library and/or other community agencies and institutions
- lists - of library activities and services in other communities and areas to include in the opening brainstorming sessions
- people - community leaders, personnel from the district library center and the State Library
- groups - the municipality, schools, regional cooperatives, colleges and universities with information to share
- community cooperation - in public meetings to talk libraries and contribute to planning; in presentation sessions with organized groups; through exhibits and displays in and out of the library
- staff meetings - to find out what goes on and should go on in the library; to feed back what patrons say
- Professional consultants (especially if moving toward a building program) - to give the security of professional methods and the benefits of experience
- media - press, radio and TV willing to help you spread the word and find exciting ways to convey information.
- other libraries - neighbors proving out programs; academic, school and special libraries filling out the total service pattern; other Pennsylvania libraries to visit and consult
- library literature - from AMERICAN LIBRARIES through the professional journals to articles, speeches and bulletins
- the State Library and district library center with printed resources and people consultants
- workshops and conferences - addressing the responsibilities of trustees and ways to do the job well

Some CONSULTANTS come from the community, like the architect who advises without expecting a contract and the municipal managers, business leaders and experts who are willing to take on parts of the job.

NOTE:

In most planning documents, GOALS are the general statements, OBJECTIVES the specific and detailed, thus goals are rarely reached because successful fulfilling of objectives moves goals onto higher planes. Trustees are urged to avoid worrying about terminology if it interferes with the flow of ideas.

WHAT TO DO WITH A PLAN

Once your library has a plan,

SHOW IT OFF!

- with publicity
- at a special public meeting
- in exhibits and displays
- at meetings of organizations
- in a special presentation to elected officials

FOLLOW IT!

- start to "work" the plan according to its timetable
- make policy decisions only after consulting the plan
- produce a budget that implements the plan

EVALUATE IT!

- check and change the plan as information and needs change
- improve it by reviewing progress and adopting the new and necessary

AUGMENT IT!

- gather materials for the next review; discuss their implications and possibilities

REDO IT!

- set a regular review schedule, perhaps section by section, and enjoy the process of seeing how right (and even wrong) the choices were
- add new ideas and drop some older convictions

EVALUATION AS A TRUSTEE RESPONSIBILITY

As trustees fulfill their legal and policy-making functions, they become aware that evaluation, that is the assessment of progress by the library and the librarian, goes on all the time. Evaluation takes place as decisions are made choosing between new programs, assigning budget amounts, granting salary increases and discussing successes and failures.

The most difficult evaluation, and one only the board can do, is the rating of the head librarian as to job performance. Major criteria are how well that librarian has dealt with the staff and the public, how well administrative matters are handled, how well records are kept, how well the library budget has been adhered to and how the talents of the librarian are demonstrated in the library's service.

Boards should decide on a personnel policy for the head librarian and include a time schedule for an annual review of job performance and, ideally, an annual plan which the librarian and board develop against which to measure progress made.

There is a need to evaluate constantly, catching problems before they grow into big issues. There is a need to agree on standards for judging and the setting in which the board will work to arrive at decisions affecting personnel. A good device is for a board to ask the district library center to suggest a volunteer consultant to sit in with the board and help to develop an evaluation process.

Evaluation is difficult because it may involve criticism and dissatisfactions. But trustees represent the public and need to take on this job to insure competence and effectiveness in their libraries.

RELATING TO THE PUBLIC (Or PR, if you prefer)

Public relations is so much more than flash, pizzazz and hoopla that it seems sensible to turn the topic into "relating to the public." This means rethinking the typical dedication to getting inches in the press and minutes on TV and radio. The topic should be the public first, relationships second and techniques last.

When relating to the public is seen as an important function for trustees, staff and even the inanimate library, PR can be seen as a handy title for a large job.

Whatever it is called, the job is more than information. It's a person-to-person try to put libraries into the lives of the people the library serves.

Trustees have an individual and group role in the job.

AS INDIVIDUALS, trustees represent the library in their public contacts. Wearing the title of trustee confers the obligation to:

- know what is going on at the library and spread the word
- listen to the community and ask questions about what people know of the library
- appear before organizations of the community to talk about the library
- convey the progress and plans of the library to individuals and groups normally a part of the trustee's life
- ask the opinion-makers the trustee knows to be library supporters
- spot gaps in the library's information program and suggest ways to fill them
- work closely with municipal and other officials to put libraries in the public service circle
- let people know that there are library trustees - who they are, when they meet, how they can be reached
- learn about other libraries and other services
- be vocal and visible library exponents

As a GROUP, library trustees serving as a board have responsibility to:

- plan a positive public relations program for the library, including PR as a continuous function of the library
- plan for trustee participation in the library's public relations plan
- ask the librarian to involve the entire staff in the PR program
- evaluate, with the staff, the effectiveness of the program and how it can be improved

- look at the library itself as a public relations function: How are people treated in the library? Is the library a welcoming place, a service operation, a place where users matter and are helped?
- find funds or other support for the public relations activities
- allocate funds for staff or find volunteers to help with graphic designs, advertising, posters and promotional ideas
- expand the board's thinking about public relations and thus identify the groups and individuals who should be reached, the many overlooked opportunities to reach people, the knowledge of public needs.

A PLANNED PUBLIC RELATIONS PROGRAM - What Does One Look Like?

Puzzled about planning for PR? Here's a simple sample of a one-year plan.

The GOALS of this library's public relations plans this year are:

- to expand our ways of informing the public about library services
- to reach more members of the community
- to prepare the staff and the trustees to serve as public relations representatives

TO MOVE TOWARD THESE GOALS, this year we will:

- allocate additional money in the budget for the costs of production, mailing, etc. of information
- locate volunteers to help with designs, slogans, writing and reaching people
- hold a special meeting of board and staff to talk about how to have better relations with the public
- set up a speakers' bureau and tell the community it exists
- assign trustees to make certain public contacts especially with municipal officials and media
- plan several "social" events at the library for our elected representatives, appointed officials and media persons to see what we are doing
- plan and issue an exciting annual report

NOTE that this is a one-year plan which can be achieved, not a complete plan to develop PR activities over the years.

TRUSTEES AND THE LEGISLATIVE PROCESS

Trustees of library boards should remember that in a sense they are legislators, for they make decisions and pass on policies which have the effect of controlling and directing aspects of the library. Trustees are also kin to legislators in that both are public officials, seeking and accepting responsibility for public institutions and funds.

Where do trustees encounter the political process, once that process has given them seats on a board? In Pennsylvania, they will find layers of control with which the board must work - municipal and county and other officials who have certain powers in the process through which libraries gain support, especially financial. Trustees need to cultivate frank and open relationships with these officials, working with them to produce the best possible climate for libraries.

Most trustees will think of the legislative process as beginning with the state legislature, where laws on libraries are made and where state support is determined. Getting to know how that political process works is fascinating and absolutely necessary for an effective trustee.

Then there's the national level, where many broad decisions are made that affect the states and localities. Congress is basically friendly to libraries and has supported them through the Library Services and Construction Act. But members of Congress need to hear from the homefolk about how funds are used and what programs are needed.

LSCA: Library Services and Construction Act. A federal program providing funds to states for use in certain library programs. See Page 30.

This COMMUNICATION is where the trustee shines for libraries. At every level, the trustee can lobby for libraries.

SPEAKING OUT FOR LIBRARIES

The process of expressing opinions to the decision-makers and pushing in support of one's opinions is called LOBBYING, and it's not a bad word, coming as it does from the time-honored custom of talking with legislators in the lobbies of city halls, state houses and Congress.

People who speak out with knowledge and experience, with enthusiasm and commitment and with facts and figures are equipped to lobby in the best meaning of the word.

LOBBYING IS COMMUNICATION. It's assembling the facts and translating them into action. It's working out plans and presenting them as evidence of need for a law or an appropriation. It's getting to know legislators and helping them to know about libraries and what libraries do for constituents.

And lobbying is the job of trustees - because they see the library from the user viewpoint, because they have perspective on the full range of public services, because they speak for the consumer, because they are volunteer participants in government and because they know that without their involvement, a significant service will not have an advocate and a voice.

HOW IDEAS BECOME LAWS

In the library field, there's a general flow path for ideas working their way into law. The idea can come from anywhere, but let's say a local library realizes it cannot meet standards on its tax base and needs more state aid. Many libraries will be reaching the same conclusion at the same time, and they turn to other libraries, to the library associations and to the State Library. "How," they say, "can we meet our need?"

Somewhere a study is mounted. Statistics flow. Alternates are explored. The ideas coalesce into the draft of legislation. The proposal is tried out on legislators. Is it too soon? Will it work? What's the competition? Are solutions being sought at the right level of government?

And the draft wins approval from some, questions from others, shakes of the head from others. But the need is great and the prognosis pretty good; so a sponsor is found and the bill enters the legislation pattern of the Pennsylvania legislature. Those who want the bill have to work hard to explain and promote the bill to all legislators. This means working with the Pennsylvania Library Association lobbyist and legislative committee on planning, providing facts and documents, preparing testimony to a committee, marshaling visitors to Harrisburg and home base visits and calls. When the bill comes out of committee, check off one step and begin work on the total two houses, answering objections which may have come up in committee and helping the sponsor to line up votes.

The process is committee - one House - committee - the other House - the Governor. If the bill makes it all the way, there's a law, or at least a version of the original idea that the legislature deems feasible. It may be a new approach to funding - but without an appropriation to carry it out. There is more work needed to defend and extoll the need for funds.

And when libraries have what they want, the library trustees should remember that legislators took a chance. The trustees should say "thank you," continue contacts and report back on the benefits in the home communities of legislators.

If trustees see lobbying as a continuous information and education process, a necessary ingredient in the information bank legislators assemble, and the right of every citizen to be heard and to express opinions - they will be comfortable with the political-legislative process and develop skills in lobbying that will benefit all libraries - and the public they serve.

The Pennsylvania Library Association has a professional lobbyist who works with the PLA Legislative Committee. That committee cooperates with the Washington Office of the American Library Association on federal legislation. Trustees can help by participating in the PLA legislative network. The Association routinely relays legislation information to libraries with TWX equipment. The State Library issues a legislative update Fridays to each district library center.

COMMON CENTS - Money for Pennsylvania Libraries

WHERE DOES THE MONEY COME FROM?

Local Funds: A local library serving specific territories is eligible to receive funds from the unit of local government which establishes or maintains it. A county, city, borough, town, township or school district may be the unit supplying funds. This monetary support must be sought by the library board in a budget presented for funding. (See page 32).

State Funds: Pennsylvania has established a system of state aid to local libraries. State money may come in these forms:

Per capita: state aid granted at a "per person" rate as provided in section 303(1), (3) and (4) of THE LIBRARY CODE.

Percentage: state aid granted to a county library as a percentage of the county appropriation as provided in section 303(2) of THE LIBRARY CODE.

Equalization Aid: aid paid on behalf of the municipality where ½ mill x the market value of real estate is less than $1.25 per capita.

Libraries must meet criteria to be eligible for money from the state. A local library must have made a financial effort for the most recent calendar or fiscal year equal to or exceeding $.00025 times market value, or $1.00 per capita, whichever is less, for all of the municipalities on behalf of which it applies for state aid. To remain eligible from year to year, the financial effort of the library must increase, over a period of five years from the first year of participation, to $.0005 times market value or $2.00 per capita, whichever is less. The annual rate of increase must be at least 20% of the difference between the initial qualifying local financial effort and the lesser of the .0005 or $2.00 figures.

County libraries are eligible to receive state aid on a per capita basis, in addition to percentage state aid, when they meet the local effort requirements pertaining to local libraries. County libraries are eligible for percentage state aid of up to $8,000 a year. The percentage is calculated on the county appropriation for the library, according to the following:

Class of County	Percentage of Aid Calculated on County Library Appropriation
2A and 3	20%
4	25%
5	33%
6	50%
7	75%
8	125%

Presently, state law provides for not more than 25¢ per capita to eligible libraries meeting the minimum requirements for local effort. If the library's local financial effort exceeds the minimum of $2 per capita or one-half mill times market value of real estate, whichever is less, it is eligible to receive up to an additional 25¢ for each dollar expended in excess of the $2 per capita or one-half mill standard, but not exceeding 25¢ per capita for each person living in the direct service area.

The exact amounts available from the state are determined by the legislature in its annual appropriation for the purpose of library support.

There are special provisions for county libraries merged or conjoined with local libraries covered in Section 303(3) of THE LIBRARY CODE.

OTHER SOURCES OF REVENUE

When local support and state aid do not raise sufficient funds to maintain good library services, it is the job of the trustees to work for a better base locally and at the state level.

A number of libraries have been creative in augmenting funds. They have raised money in a variety of ways: gifts and memorials, endowments based on legacies, special projects like book sales, lecture series, art shows, etc., as well as foundation support for specific programs.

Pennsylvania has Foundation Centers in the Free Library of Philadelphia and the Hillman Library of the University of Pittsburgh. These centers will provide information on foundations which may be sources for funding for a special project. Consultation is by appointment only.

LSCA - The Federal Contribution

The Library Services and Construction Act began in 1956 as the Library Services Act designed to demonstrate public library services to rural areas lacking them and to improve the quality of services offered. In 1963 it was renamed and extended to include urban areas. Funds Congress has allocated to this program have been distributed to the states for purposes deemed important in and by each state.

Under Title I (extending and improving services), the percentage of the U.S. population with access to public library service has increased from 84% to 96%, but 10% of U.S. counties are still without service, and 83% of the population served is judged to be receiving inadequate service.

Pennsylvania has used Title I money to do planning, hold workshops, support special projects, provide field consultant services, give grants to libraries, loan film, publish, participate in networks and other activities aimed at improved services. Funds are allocated under priorities established by the the Federal Advisory Council and the State Library.

Under Title II (construction), money was available in fiscal years 1965-1975. States supported the building of 1,347 new buildings during that time and helped in the expansion/remodeling/conversion of 573 others. The American Library Association and the Pennsylvania Library Association continue to work for funding of this title.

LSCA funds have also been used in Pennsylvania for library services to the physically handicapped (large print books, specialized equipment, training of personnel) and for residents of state-supported institutions such as state hospitals, corrections centers and residential schools. The disadvantaged have benefited from a number of projects, as have the aging and persons with limited ability to speak English. Recently, states have been using some of their Title I funds to strengthen metropolitan libraries.

Title III (interlibrary cooperation) funds cooperative efforts involving public, school, academic and special libraries. Network planning and growth, TWX or other teletype installations and delivery systems have been favorite uses for these funds.

Title IV (Older Reader Services) has never been funded. It was enacted to provide library service for the elderly, including purchase of special material, payment of salaries for the elderly who wish to work in libraries, providing in-home visits by library staff and furnishing transportation to the library.

The Library Services and Construction Act is up for extension in 1977. Congress has shown considerable interest in its continuation. A new emphasis on aid to large urban libraries has been added. If extended and then funded by Congress, the states will be able to continue to select services and projects needing the infusion and support of federal funds.

Information on how to apply for Pennsylvania's LSCA funds is sent out to all libraries annually by the State Library. Additional information is available from the district library centers.

When funds are scarce, many librarians simply rework the previous budget, adjust some items and hang on!

The making of a budget can be more exciting, instructional and productive than that, and trustees are the ones who can make the budget process what it should be - a realistic spending plan for a year of advancement toward the goals and objectives of the library.

DEVELOPING A BUDGET

Using the form comes last, after all the discussion, dreaming, wrangling and decision-making. The form will not reveal the depth of debate, the weighing of priorities and the difficult dropping of good ideas. The board's records should show some of the process of reducing plans to figures. Here's a suggested procedure for developing the budget.

- Begin well in advance of deadlines related to your fiscal year
- Evaluate the old budget. Did it "buy" what the public needed? Did it support the plans of the board? How much was needed and for what reasons?
- Provide for the public and the staff to help the board with the budget. The staff should be encouraged by the librarian and board to bring up ideas for new programs and services. The public should be asked to contribute its thinking.
- Set up several meetings at which to talk about the library's progress and how it is related to the next budget. Look at new programs, estimate costs and let them compete with older services.
- Talk about salaries early in the process. Make the basic decisions so you will know how much money is really available.
- Look at every item as though it were to be purchased by a user. How essential is a new water fountain compared to extra copies of popular fiction? Is a new parking lot essential to convenient use of the library? Are non-readers well served, through programs and events?
- Earmark a small sum for a small new program some staff member wants to try.

HOW TO DO IT

- Ask the librarian to hold a staff meeting at which the board sets out its procedure and encourages "input."
- Look at the surveys you have taken and analyze them for new ideas and priorities.
- Consult municipal and school officials. Let the library's publicity call for public participation. Hold a public meeting based on goals.
- Recheck the annual report and the conclusions which went into it.
- Encourage the staff to write out ideas, estimate their cost and present them to the board.

- Compare your budget decisions to your library's plan and its goals and objectives.
- Project next year's problems. If you must have more money, where is it to come from? Does the need for a new building become suddenly sharp? Is it going to be possible to increase staff? To be open longer hours?
- Review the completed document for its "selling" points. Be prepared to explain it and to interpret it in terms of community needs and expectations.
- Don't hide the budget. Tell the community what the budget will accomplish and how difficult it was to arrive at a balanced budget when there are so many activities and services the library is expected to do, wants to do.

- Prepare for next year. Do you need an earlier start? Are there better ways to consult staff and public? Should projects be studied throughout the year so they can be plugged in as funds are available?
- Consider the extra time well spent, for trustees now have a better understanding of money matters, staff is happy to have been involved and the picture of services is clearer.

The following budget form can be used for planning purposes. This form, is based on the financial section of the annual report required by the State Library and the account numbers were determined by Pennsylvania Public Library Accounting Manual by Laventhal and Horwath, Harrisburg, 1975.

BUDGET FORM

Operating Expenditures:

A. Salaries and wages

400 (1) Salaries and wages, library personnel _____

401 (2) Salaries and wages, maintenance personnel _____

410 (3) Unemployment taxes _____

411 (4) Employer's share of social security taxes _____

415 (5) Employe benefits, pension _____

416 (6) Employe benefits, insurance _____

(7) Total salaries and wages 26. _____

B. Library materials

420 (1) Books _____

421 (2) Periodicals _____

422 (3) Audiovisual materials _____

423 (4) Microfilm _____

424 (5) Binding, rebinding, mending _____

425 (6) Other library supplies and materials _____

(7) Total Library materials 27. _____

C. Other operating expenses

444 (1) Furniture and equipment replacement _____

448 (2) Insurance _____

450 (3) Interest on loans and mortgages _____

454 (4) Maintenance, building and grounds _____

456 (5) Maintenance, equipment _____

460 (6) Office supplies _____

462 (7) Postage and freight _____

472 (8) Telephone _____

474 (9) Travel, conferences _____

476 (10) Utilities _____

(11) Other expenses _____

(12) Total other operating expenses 28. _____

D. Total operating expenditures A(7), B(7) and C(12) 29. _____

E. Capital expenditures:

150 (1) Land _____

151 (2) Buildings: new construction _____

major alteration _____

addition _____

152 (3) Library furniture and equipment _____

153 (4) Automotive equipment _____

154 (5) Bookmobile _____

(6) Total capital expenditures _____

F. Total operating and capital expenditures _____

G. 485 Principal paid on long-term borrowing _____

H. Transfers out of the general operating fund	Federal money	State money	Local money	Total
490 (1) To other funds			_____	_____
492 (2) To other libraries	_____	_____	_____	_____
(3) Total transfers out				_____

J. Total of all expenditures (F, G and H(3)

Income: Operating

A. Source and amount of municipal appropriations

Name of county, school district and/or municipality

(1) _____ _____

(2) _____ _____

(3) _____ _____

(4) _____ _____

(5) _____ _____

(6) _____ _____

304 (7) Total municipal appropriations — 19. _____

B. Income from other local sources — Amount

330 (1) Dividend income _____

332 (2) Interest income _____

350 (3) Fines _____

351 (4) Non-resident fees _____

352 (5) Lost book charges _____

353 (6) Profit from merchandise sold (e.g., books, postcards, etc.) _____

354 (7) Other charges and rentals _____

360 (8) Gifts and fund drives _____

370 (9) Miscellaneous income _____

(10) Total income from other sources — 22. _____

C. Income from state aid _____

D. Income from federal sources _____

300 (4) Total income from federal sources _____

E. Total income A(4), B(6), C(7) and D(10). _____

F. Proceeds of long-term borrowing: Money borrowed during the year and not repaid.

250 (1) Notes payable _____

260 (2) Mortgage payable _____

(3) Total proceeds of long-term borrowing _____

G. Transfers into the general operating funds.	Federal money	State money	Local money	Total
390 (1) From other funds			_____	_____
392 (2) From other libraries	_____	_____	_____	_____
(3) Total transfers in				_____

H. Grand total income for operating expenditures (total of E, F-3, and G-3.) _____

WHAT ARE STANDARDS?

In Pennsylvania standards are minimum levels of achievement or performance which libraries must meet in order to qualify for state aid money. They were designed to suggest a base from which libraries could grow.

The Pennsylvania LIBRARY CODE charges the State Library and the State Librarian "...to counsel local libraries on minimum standards for number and quality of library staff, resources of books and other materials, location of new libraries, hours and physical facilities." THE CODE charges the Governor's Advisory Council "to promulgate rules and regulations for the approval of plans for the use of state funds."

In accordance with the CODE, minimum standards have been established for local libraries, district centers and library systems. The law gives libraries five years from the date of first participation in state aid to meet standards. The penalty is withholding of state aid.

The Governor's Advisory Council

The Advisory Council on Library Development has 12 members appointed by the Governor. Three members must be trustees of local libraries, three professional librarians and six laypersons. The Secretary of Education and the State Librarian serve ex officio. Members serve four-year terms and meet as a Council at least four times a year.

The standards relate to library governance, materials, expenditures, staff, service, facilities and participation in the Pennsylvania library plan. The standards are minimal, and libraries are encouraged to exceed them at the local level and to provide a level of service adequate to meet the needs of the particular community. Overall, the standards establish a floor for library service and achievable goals. In attaching eligibility for state aid to the achievement of standards, the intent is to guarnatee a minimal local support and service to be supplemented by state assistance. **State aid is not intended, nor can it be used, to replace local support.**

PENNSYLVANIA STATE STANDARDS

Local Libraries: In approving or disapproving plans for the use of state funds by local libraries, the decision of the State Librarian is determined by these criteria:

1. System Participation. The plan must include participation in a cooperative system of existing and new libraries, organized around a district library center, and the library must meet minimum standards of system participation.

System participation in this context means that the local library participates in its district center program.

2. Achievement of standards of services. The plan must lead toward reaching these standards:
   a. Structure and government. The library must have a clear legal basis for establishment, organization and financial support.
   b. Board members must be appointed by the municipal officers of the governmental unit or units from which the library receives its public funds.

c. A population of 10,000 shall be the minimum served by a public library, except that libraries with annual operating expenditures of $15,000 or more shall be considered to meet this standard.

d. The library must be an integral part of local government.

e. If the library receives state funds, the municipal officials must designate the library as the agency of the municipality for library service and the library board shall pass a resolution accepting the designation.

f. The public library shall report annually to the municipality.

g. The library board shall commit the library, by resolution, to participation in the district library center cooperative program.

h. The function of the library board and the librarian and staff shall be clearly differentiated in a written statement.

3. Service. Library service shall be as follows:

a. The library shall maintain well-planned hours of service.

b. The library shall establish a regular schedule of hours which permits all citizens of the community easy access to the materials and services of the library.

c. The library shall be open for service weekly in accord with the following minimums:

Population	Hours Per Week
10,000—24,999	35
25,000—49,999	50
50,000 and more	65

d. The library shall complete and submit within the prescribed time limit the annual report form and other forms required by the Bureau of Library Development of the State Library.

4. Library materials. Library materials shall be governed by the following:

a. The library shall have a written statement of policy covering the selection and maintenance of its collection of library materials.

b. The library shall provide a well-balanced minimum collection of 1½ currently useful book titles per capita.

c. The library shall receive a balanced collection of currently useful periodicals in accordance with the following minimums:

Population	Minimum Titles
10,000—24,999	50
25,000—49,999	75
50,000 and more	125

5. Personnel. The retaining of library personnel shall be in conformance with the following:

a. The library shall have a written personnel policy.

b. The library shall be administered by a head librarian certified as follows, except that no library shall be deprived of state aid because of having a noncertified head librarian appointed prior to January 15, 1970:

Population	Required Certification of Head Librarian
0—9,999	Library Assistant
10,000—19,999	Provisional Librarian
20,000 and more	Professional Librarian

c. The library shall have a paid qualified staff member (full-time or equivalent) for each 3,500 persons in the service area.

Minimum standards for Pennsylvania library systems and those for district library centers have been developed and given preliminary approval by the Governor's Advisory Council. Definition of a structural system is being worked on.

HUMAN RELATIONS AND AFFIRMATIVE ACTION

Libraries need to abide by federal and state laws that prohibit discrimination in relation to hiring, promotion, salaries and wages and all other working conditions of employment. It is illegal to discriminate on the basis of sex, race, creed, color, religion, age, country of national origin, individual life style and physical handicap. The laws apply to all positions in the library. Stated policies and practices of the library should demonstrate that the library board and staff make every effort not to discriminate. Further, library boards have responsibility for determining deficiencies in their policies and adopting and implementing a plan to make corrections. The Pennsylvania law governing this is Human Relations Act, 1955, October 27, P.L. 744, as amended 1961, February 28, P.L. 47; (43 P.S. 956 et seq.). Also applicable are regulations of Title 16, Chapter 49 of the PENNSYLVANIA CODE, and Title VI of the Civil Rights Act of 1964 (P.L. 77-352), as amended et seq.

WHEN YOU GET THAT EDIFICE COMPLEX!

In time, nearly every library becomes a little cramped, noticeably smaller than what should be put into it. Then boards are faced with a decision: to build a new building, add to or otherwise improve the present building, hunt for existing space that can be converted or find a magic shoehorn.

The decision to build is a serious one, of course, for construction takes months of planning, requires financing and is a complex undertaking for the whole community.

DECIDING TO BUILD

No library should expand until it has explored alternatives, estimated costs and justified the need. Preliminary discussions can be held by the board and staff, and modest enlargements are often planned by lay persons, but a major building project involves a lengthy process of thorough planning.

Many libraries turn to a building consultant, who is generally a librarian who has experience in building projects. Names of persons regarded as qualified consultants are available through the district library center.

If a building consultant is contemplated, the board should negotiate on the duties and functions of the consultant and the fee. The usual services of a building consultant are:

- a study of the present library and its space needs and service requirements
- an analysis of the study with recommendations for the size of a new library
- recommendations on the allocation of space. (For example, the consultant will suggest how much space is needed to meet standards for number of books, periodicals, etc.)
- discussion with board and staff on service expansions and recommendations on how to accommodate these in a new building
- estimates of square foot costs of the new space. (If additions, conversions, etc. are involved, a consultant will evaluate these solutions as well)
- studies of access to the library, including location and parking
- consultation with the board on available options to gain space

FROM DECISION TO DEDICATION

In Pennsylvania, the law provides that the question of raising bond money to build a library must be submitted to referendum upon the petition of 5% of the registered voters

of the municipality presented to the municipal officials. Those officials then schedule the referendum for the next regular election. Municipal officials can also authorize bonds for library purposes without referendum (unless indebtedness exceeds 250% of assessed valuation).

Other sources of funds should be explored, including direct appropriation by the municipal officials, use of excess funds and gifts. Some libraries raise funds by contributions for special purposes and may use professional fund raisers. Names of respectable firms are available through the district library center.

If a referendum is needed, a citizen group (perhaps the Friends of the Library) will need to carry the ball. Such a group should plan a campaign, raise funds to carry it out and provide volunteers to carry the message to individuals and groups throughout the area. This is a specialized phase of the total building program. Excellent advice and written material on these elections can be obtained on interlibrary loan or from the district library center.

GET ADVICE FIRST. Ask the district library center

Once the source of funds is determined, the board can proceed with firm planning. The usual steps toward a building are:

- the preparation of a statement of what the building will do. This can be based on the material developed by the building consultant, or on a self-study involving staff and board.
- the translation of the building statement into an architectural plan by an architect hired for the job. This involves a number of meetings with board and staff until consensus is developed. Remember the involvement of the municipality!
- the drawing of firm plans and specifications for the building.
- putting the plans out for bid, following legal requirements.
- accepting bids, signing contracts and authorizing the start of the construction.
- following progress of construction under the supervision of the architect and such other personnel as needed. Building officials are useful here!
- planning for the organization of the interior, the decoration and the landscaping, and letting bids as needed.
- scheduling final inspections, moving day and the coming together of all equipment, furniture and services.
- planning dedication ceremonies.
- paying final bills and auditing records.

Important personnel involved are the library board and staff, the municipal officials (who may take over many details), the architect, a lawyer to draft contracts and handle details to protect the board and assure completion; an insurer to protect the community's investment and contractors for services other than construction.

Building a building is complex and places a responsibility on the municipality and library board. However, the process is exciting to the community, insures interesting public relations and results in the space needed to fulfill the library's service obligation to the community.

COOPERATIVE PROGRAMS

Cooperation among librarians is not a new idea, but it is one which is much discussed today. There are reasons: need for improved services, tight budgets, increasing demands for information, increasing costs of materials and personnel, and lack of space for growth are evident. The fact that there are constraints that limit what can be done alone may persuade libraries to enter into cooperative programs. Cooperation is not a way to save money in the sense that the library can survive a budget cut; but it should help to make better use of the increased dollars needed.

Pennsylvania public libraries are involved, formally or informally, in more than a dozen cooperative organizations in the state, in addition to the 27 district library center programs. These include statewide programs such as the Interlibrary Delivery Service and the Mid-Eastern Regional Medical Library Service; regional programs such as PALINET (Pennsylvania Area Library Network) and the Pittsburgh Regional Library Center and programs organized on a local or two-county basis. Information on all of them is contained in the State Library's 1976 INVENTORY OF PENNSYLVANIA LIBRARY COOPERATIVE ORGANIZATIONS (copies have been distributed to each public library in Pennsylvania.) Typically, these organizations and others like them help the member library to increase the scope and extent of services it can offer to its clientele. Interlibrary loan arrangements permit one library to borrow from greater or more specialized collections to meet specific patron requests. The statewide delivery service can be used to send materials in interlibrary loan. Many libraries make information about their holdings known (and at the same time are able to find out which libraries own works they do not have) through listings in union catalogs, at the county, district or multi-district level. Union catalogs may list books, periodicals currently received or held, and films.

Some cooperative groups have arrangements under which a person registered as a borrower in one library may freely use another. Some of the cooperative groups share human resources: staff assists members in activities related to the organization program, or personnel employed at one library may act as consultants to others or direct workshops and in-service training programs.

What does this have to do with library trustees? Trustees are responsible for policy and setting long-range goals for the library. They need to be fully informed about the needs of their constituency and of ways to meet those needs. They should know about the cooperative groups active in their area and the potential for increasing service through cooperation. The district library center's consultant librarian can tell them about such programs and give guidance as they consider what is best for their libraries.

INTELLECTUAL FREEDOM AND LIBRARY TRUSTEES

Intellectual freedom is the phrase used to express the concept of access to many kinds of thoughts, ideas and information.

Libraries are the traditional custodians of the history and intellectual expressions of men and women, both popular and unpopular. To safeguard access to the widest possible variety of resources, libraries usually adopt as policy these two documents:

Library Bill of Rights

The Council of the American Library Association reaffirms its belief in the following basic policies which should govern the services of all libraries.

1. As a responsibility of library service, books and other library materials selected should be chosen for values of interest, information and enlightenment of all the people of the community. In no case should library materials be excluded because of the race or nationality or the social, political, or religious views of the authors.

2. Libraries should provide books and other materials presenting all points of view concerning the problems and issues of our times; no library materials should be proscribed or removed from libraries because of partisan or doctrinal disapproval.

3. Censorship should be challenged by libraries in the maintenance of their responsibility to provide public information and enlightenment.

4. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

5. The rights of an individual to the use of a library should not be denied or abridged because of his age, race, religion, national origins or social or political views.

6. As an institution of education for democratic living, the library should welcome the use of its meeting rooms for socially useful and cultural activities and discussion of current public questions. Such meeting places should be available on equal terms to all groups in the community regardless of the beliefs and affiliations of their members, provided that the meetings be open to the public.

Adopted June 18, 1948.
Amended February 2, 1961, and June 27, 1967, by the ALA Council.

THE FREEDOM TO READ

A joint Statement by the American Library Association and the Association of American Publishers originally issued in May of 1953.

(The complete text is available from ALA, 50 E. Huron St., Chicago, or the Association of American Publishers, Inc., 1 Park Ave., New York, N.Y. 10016).

1. It is in the public interest for publishers and librarians to make available the widest diversity of views and expressions, including those which are unorthodox or unpopular with the majority.
2. Publishers, librarians and book sellers do not need to endorse every idea or presentation contained in the books they make available. It would conflict with the public interest for them to establish their own political, moral or aesthetic views as a standard for determining what books should be published or circulated.
3. It is contrary to the public interest for publishers or librarians to determine the acceptability of a book on the basis of the personal history or political affiliations of the author.
4. There is no place in our society for efforts to coerce the taste of others, to confine adults to the reading matter deemed suitable for adolescents or to inhibit the efforts of writers to achieve artistic expression.
5. It is not in the public interest to force a reader to accept with any book the prejudgment of a label characterizing the book or author as subversive or dangerous.
6. It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by individuals or groups seeking to impose their own standards or tastes upon the community at large.
7. It is the responsibility of publishers and librarians to give full meaning to the freedom to read by providing books that enrich the quality and diversity of thought and expression. By the exercise of this affirmative responsibility, bookmen can demonstrate that the answer to a bad book is a good one, the answer to a bad idea is a good one.

NOTE: "Books" as used in this statement include all kinds of materials acquired for library use.

THE BOARD'S BUSINESS

In Pennsylvania, a library board has an important first step: to develop a written statement differentiating the function of the library board and that of the librarian/staff. (See Page 18).

The clarity of this statement (which is a policy of the board) helps board and librarian to move meetings by arranging agendas to carry out the board's functions.

The business of the board at its regular meetings should be:

- to discuss and decide policy issues
- to carry out legal responsibilities
- to hear and ask questions about what the library is accomplishing in its day-to-day functions
- to assist the librarian in solving problems, especially those which relate to community needs and opinions
- to review financial progress and the implementation of the budget
- to work toward excellent library services

THE ROTATING TRUSTEE - is not a whirlwind, but a provision many libraries make to bring new blood to the board. Many local bylaws provide that trustees serve a limited number of terms, returning, perhaps, after an interval.

Special Meetings:

Special meetings of the board may be called as determined in the bylaws or by setting them at a regular meeting.

The Sunshine Law:

The Pennsylvania law on open meetings (the so-called "Sunshine Law"), Act 175, has been interpreted by the Legal Division of the Department of Education to require that: when public libraries have been designated by municipalities as their agencies the boards of directors must make their meetings open to the public. Meeting notices must be advertised in the newspaper at least three days prior to the meeting and also be posted at the principal office of the agency or wherever the meeting will take place.

POTENTIAL TRUSTEES - should have access to this handbook and the library's collection of reading for trusteeship. A member of the community interested in being on the board can read about the real job of serving as trustee, and potential appointees can explore and prepare for the job.

Sample Agenda for the Meeting of a Local Library Board

Board functions translate neatly into this sample agenda for a board meeting. *(The board's agenda is developed by the board president and the librarian and arises from custom, suggestions from board and staff and routine. The agenda is prepared in advance and mailed or distributed with written reports prior to the meetings).*

(NOTE: Many boards include a special agenda item for any comment from the audience. Others allow the public to participate as items are considered).

ORDER OF BUSINESS	COMMENTS
1. Call to order and recording of attendance. Determination that a quorum exists	If there is an audience, it is a courtesy to call the roll or to have name plates.
2. Minutes of the previous meeting. Call for any corrections or additions. Motion to accept.	Copies should have been mailed with the agenda. It is not necessary to read the minutes aloud. Corrections should be carefully recorded and read. Remember that actions cannot be changed or any subsequent happenings added.
3. REPORT OF THE LIBRARIAN a. Library activities and general progress. b. Problems to share with the board c. Feedback from the community	a. This "reporting" should be early on the agenda because it is basic to discussion. b. Problems requiring background information, such as repair estimates or budget shifts or staff requirements should be explained as part of the mailed agenda.
4. REPORT OF THE TREASURER	The board should receive standardized financial reports regularly with the agenda so that questions can be spotted.
5. REPORT OF THE PRESIDENT AND TRUSTEES	Trustees should report on their activities, including meetings attended and community contacts made.

6. POLICY PROBLEMS: operating problems which may require board action, a shift in policies, new policies or policy interpretation.

Librarians and trustees should be encouraged to evaluate existing policies and to recommend changes and updates.

7. PLANNING: reports of committees: (Example: the board wants to consider bookmobile service in the next budget. A staff/community/trustee committee wishes to make a preliminary report of its feasibility study...)

Future concerns identified as part of the planning process should be worked on by committees or the board as a whole and brought to meetings as the work progresses.

8. OLD BUSINESS:
(Example: the board has deferred an evaluation of the public lecture series until a staff report can be made)

Usually a category for finishing off an item, or completing action. Each item of old business should be listed by "title" and status.

9. NEW BUSINESS:
(Example: Mr. North suggests we determine how many trustees will be attending Tuesday's workshop. The Chief of Police will be with us to discuss the laws on theft of library material).

Courteous trustees will tell the president what item of business is to be raised.

10. BUSINESS FOR THE NEXT AGENDA

This agenda listing can be used to suggest new topics or ask for answers to questions requiring some research.

11. ANNOUNCEMENTS

12. ADJOURNMENT
to a date, time and place

The meeting should be adjourned to a certain time. If the regular meeting is running long, it can be adjourned to a time earlier than the next regular meeting, at which time the agenda would be completed.

Committees of the Board:

Most boards will at some time wish to have some detail work done by a committee to save the time of the full board. Meetings of board committees may come under the Sunshine Law; so it is best to follow legal requirements for calling and posting such meetings.

Committees need to remember that they do not make decisions for the board, but rather work out recommendations to give to the board for its decision.

Written reports are best and should, whenever possible, be distributed in advance of the board meeting.

THE ROLE OF THE BOARD'S OFFICERS:

Each member of a library board is co-equal with the other members. Officers are named for the purpose of expediting the board's work, but even the officers cannot speak for the board without permission. The bylaws should specify the general duties of officers, probably along the following lines:

President (or Chairperson): The president shall preside at the meetings of the board and shall, with the librarian, prepare an agenda, and mail it to members of the board in advance of the meeting. The president shall serve as discussion leader during the board meeting and shall encourage all members to participate. The president shall sign official documents requiring signature and may represent the board in public and official capacities as instructed by the board. The president has one vote as a member of the board.

Vice-President (or Vice Chairperson): The vice-president shall preside in the absence of the president and shall perform such other duties as are assigned by the board. (This position is not required by law).

Secretary: The secretary of the board shall take the record of the meetings of the board and see that the minutes are prepared and mailed with the next agenda. After minutes are approved, the secretary shall see that a permanent and correct copy is made available for the archives of the library. The board shall determine, in a policy statement, how minutes are to be distributed to other than board members. Minutes shall be made available for public inspection as soon as they are given to the board. The secretary shall sign such documents as require the signature of that position and perform such other duties as are assigned by the board.

(NOTE: Some boards name the librarian or a staff member to serve as secretary. In that case, the board member secretary should keep check-notes. The board should ask if it wants its librarian to be burdened with this job unless a tape recording is made and minutes taken from it. VERBATIM minutes are used only in rare circumstances. Minutes should represent a simple record of the meeting with clear identification of the actions taken).

Treasurer: The treasurer's role varies with the size of the library. In small libraries, the treasurer may keep the books, deposit funds, prepare reports and even write checks or vouchers. In larger libraries, the treasurer is a legal officer named to assure that financial operations are being properly handled. Bylaws should outline the specific job, and the law requires appropriate bonding.

All trustees should feel free to bring up for discussion any items of interest or questions. Trustees who have investigated the position before accepting appointment and who have had an orientation need not feel "New" nor reticent.

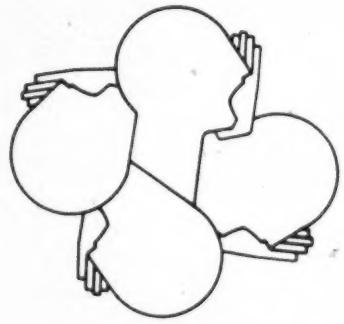
Book and Materials Selection:

Pennsylvania law leaves book and materials selection to the local library. For example, the law prohibits the State Library from making any rule which would "prohibit the inclusion of a particular book, periodical or material, the works of a particular author or the expression of a particular point of view."

Libraries should have a policy statement determining the authority of the librarian to acquire materials and the basic principles upon which selection is to be made in the local library.

Libraries also need a simple method of dealing with any challenges to the materials selected. Ordinarily, the library sets up a procedure by which a patron may make a complaint in writing, discuss it with the librarian and then with the board if necessary. Assistance in handling any censorship attempts can be obtained from the district library center, the Pennsylvania Library Association Intellectual Freedom Committee Chairperson or the Intellectual Freedom Office at the American Library Association.

SAMPLE SELECTION POLICIES are available through the district library centers and the state library.



Governor's Conference on Libraries and Information Services

In the fall of 1977 over 400 citizens from throughout the Commonwealth will answer the call of the Governor to focus their collective attention on library and information services in the state and nation. Specific recommendations geared to changes on local, state and federal levels will be acted upon by the delegates, who will then be charged with carrying the sense of the conference back to their communities. In addition to this, delegates will be elected to carry Pennsylvania's recommendations to the White House Conference, to be held in 1979.

Both Conferences afford all those interested in moving library services into the 21st century intact, an opportunity to reflect on what changes are most needed, recruit new talent and energy to the drive for quality service, and to forge new alliances in every town, county and state.

Trustees certainly form the nucleus of this emerging citizen force and it is hoped that they will exercise careful and dynamic leadership throughout this organizing process. The outcome will depend to a large degree on the dimension of everyone's commitment to change, willingness to change, and ability to share one of our greatest natural resources --- knowledge.

UNDERSTANDING THE LANGUAGE OF LIBRARIANS

The profession of librarianship has a language all its own. Understanding these common terms will help trustee and librarian to communicate!

Access - availability of the library and its services to residents of an area served. In a larger sense, the ability to reach sources of information through a library and its cooperative links to other sources.

Accredited Library School - a college or university offering a library education program meeting standards of the American Library Association and officially accredited by a committee of ALA. Called "approved graduate library school" in the Pennsylvania law.

Book and Material Selection - the process of deciding what to buy for the library. Selection is usually based on a policy adopted by the library board, the goals and objectives of the library, use of selection guides such as those prepared by the American Library Association, funds available and the skill of the library staff in meeting local needs.

Call Numbers - the catalog numbers of an item of library material, used to mark the item, shelve it properly, list it in the card catalog or computer and find it for a patron.

Cataloging - the process of assigning identification to, for example, a book so that it can be listed in a catalog and located on a shelf for use by patrons. The Dewey Decimal and the Library of Congress are two systems for identifying materials.

Certification - issued by the State Librarian to qualified persons meeting requirements set down in the PENNSYLVANIA CODE. (Title 22: Chapter 133). Persons may be certified as professional librarian, provisional librarian or library assistant.

Circulation - statistics showing use of the library by a count of materials checked out. Also department or area of the library which receives returned material and checks out materials to the user.

Collection - a one-word term for the library's total holdings, the books, films, tapes, pictures, etc. which make up the materials the library has on hand for its users. A special collection refers to an area of specialization: for example, rare books, or local history or regional authors.

Deposit Station - a public library service point in a community location such as a school, factory or store where a small collection of materials is established and rotated.

Dewey Decimal System - a method of classifying library materials based on the use of decimals and developed by Melvil Dewey.

Interlibrary Loan - originally, one library borrowing from another in order to serve the user. Now, a system of interlibrary cooperation which allows libraries to put their users in touch with material they need no matter where it is in the many kinds of libraries in a state or nation.

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PHEAA - Pennsylvania Higher Educational Assistance Agency. A state grant program paying 80% of the cost of summer workers in non-profit agencies.

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